

PART III – LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHMENTS
SECTION J – LIST OF ATTACHMENTS
ATTACHMENT B

Small Business Subcontracting Plan

Contractor: Westinghouse TRU Solutions LLC

Address: 407 W. Greene Street
Carlsbad, NM 88220

Solicitation Number: DE-RP04-00AL66444

Item/Service: Various

Amount of Contract First Year: Estimated Cost – \$101,800,000

Total Amount of Contract: Estimated Cost – \$540,000,000

Period of Contract Performance: Basic – 10/1/00 through 9/30/05

Options (if any): 10/1/05 through 9/30/10

Type of Plan (Check One)

- ☐ Individual Plan (All elements developed specifically for this Contract and applicable for the full term of this Contract.)
- ☒ Master Plan (Goals developed for this Contract; all other elements standard; must be renewed every three years.) (See FAR 52.219-9(f)(1)-(3)).
- ☐ Commercial Plan (Contractor sells large quantities of off-the-shelf commercial items to many Government agencies. Plans/goals are negotiated by a lead agency on a company-wide basis rather than for individual contracts. Plan effective only during the year for which it is approved. The Contractor must provide a copy of the lead agency approval). (See FAR 19.704 and 52.219-9(g)).

I. Goals

I.A Percentage Goals

Attachment A to this plan provides the percentage goals (expressed in terms of a percentage of total planned subcontracting dollars) that are applicable to the WIPP contract.

I.B Description of Products or Services to Be Acquired

I.B.1 Principal Products and/or Services to be Subcontracted

Attachment B provides a list of the principal products and/or services that TRU Solutions intends to subcontract under this Contract, and the types of businesses supplying them.

I.B.2 Method Used to Develop the Subcontracting Goals

Westinghouse TRU Solutions LLC (TRU Solutions) has developed an overall strategy for use of small businesses that is based upon our parent companies' collective experience in successfully using small business subcontracting as a means of optimizing project performance and cost savings while meeting federally mandated contract obligations. We have used our corporate experience at WIPP, Oak Ridge, Savannah River, Yucca Mountain, West Valley, Rocky Flats, and other DOE and federal government projects to validate our proposed goals.

Prior to developing these goals, TRU Solutions performed a critical assessment of the Westinghouse Waste Isolation Division (WID) subcontracting program currently in place on the WIPP project to identify areas for optimization and improvement. We concluded that the existing program is strong and have, therefore, based our goals on the goals established for FY 2000 subcontracting.

TRU Solutions will continue the incumbent's tradition of aggressive set-aside programs and implement new programs to meet our specified goals. We will implement the elements of DOE Acquisition Regulation (DEAR) Subpart 901.301-70, which grants government contractors the authority to deal with firms certified as participants in the Small Business Administration's (SBA) 8(a) program on a non-competitive basis. We will make additional efforts to expand the small business supplier base to include a wider geographic area to encompass all regions of the United States, when feasible.

We determined the areas for SB, SDB, 8(a), HSB, and WOSB subcontracting based upon our experience around the DOE complex. The areas proposed herein are similar to those that we subcontract on other projects. We consider these areas "buy" as they are a complement or an addition to the areas we perceive as our core competencies.

TRU Solutions applied its proposed make/buy process in determining the requirements for each area to be subcontracted and for identifying the capabilities required to perform these areas. We assessed numerous potential businesses to support these areas and selected the ones identified in Attachment B.

TRU Solutions will also use the following available corporate resources for subcontract assistance:

- **Westinghouse Government Services Company LLC (WGS) Purchasing** – This organization fulfills a specific corporate responsibility to seek out small disadvantaged business concerns and disseminate information to all WGS divisions. Activities include publishing information on sources and hosting an annual country-wide minority fair for small disadvantaged firms interested in doing business with WGS and its affiliates and subsidiaries.
- **Morrison Knudsen Corporation (MK) STRATUS** – This is a proprietary SB/SDB supplier information system, developed and maintained by MK, that includes past performance data (see Attachment C for more details).
- Historical data including products and services obtained by WID, the incumbent contractor.

We also leverage information from various standard directories and sources, including:

- SBA's Procurement Automated Source System
- Online access to SBA's PRO-Net
- Federal, state, and regional SBA references
- Department of Commerce and New Mexico Department of Commerce Census Data
- Minority Supplier Development Council and its data base (MBISYS)
- Local SBA listings
- National Directory of Minority-Owned Business Firms, published by Business Research Services
- National Association of Minority Contractors
- Dunn & Bradstreet Procurement Planning Directory for Small Business Products and Services
- National Minority Business Directory "Try Us"
- Minority Business Development Agency – Department of Commerce
- "Funded Organizations," published by Minority Business Development Agency Business Research Services, Inc.
- National Directory of Minority-Owned Business Development Agency
- "Minority and Women-Owned Business Information System," published by Source Publications, Inc.
- "Minority-Owned High Technology Business Directory," published by Business Research Services, Inc.
- National Indian Business Directory, published by the United Indian Development Association
- Membership Directory, published by the American Indian Council of Architects and Engineers
- National Center Procurement Directory, National Center for American Indian Enterprise Development
- Thomas Register of American Manufacturers, published by TR Data Publishing
- Suppliers Directory, published by SD Publishing

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TRU Solutions will actively participate in various local, regional, and national minority and small business trade fairs and conferences. In addition we will coordinate and cooperate with, and become members of small business and small disadvantaged business development organizations and associations on local, state, and national levels.

J.B.3 Indirect Costs

Indirect costs have not been included in the dollar and percentage subcontracting goals stated in Attachment A.

II. Program Administrator

The following individual has been designated TRU Solutions' representative to administer this Small Business Subcontracting Plan:

Name: Darold Haug
Title: Chief Financial Officer
Address: Westinghouse TRU Solutions LLC
407 W. Greene Street
Carlsbad, NM 88220
Telephone: 505-628-1277

Mr. Haug will have general overall responsibility for the TRU Solutions' subcontracting program, i.e., developing, preparing, and executing individual subcontracting plans and monitoring performance relative to the requirements of this particular plan. These duties may include, but are not limited to, the following activities:

- Developing and maintaining bidders lists of SB, SDB, 8(a), HSB and WOSB concerns from as many sources as possible.
- Ensuring that procurement packages are structured to permit participation of SB, SDB, 8(a), HSB and WOSB concerns to the maximum extent possible.
- Ensuring inclusion of SB, SDB, 8(a), HSB and WOSB concerns whose capabilities coincide with solicitations requiring their products or services
- Reviewing solicitations to identify and remove any statements, clauses, etc., which may restrict or prohibit participation of SB, SDB, 8(a), HSB or WOSB concerns.
- Ensuring that proper documentation provided by bid proposal board if selection not made to SB, SDB, 8(a) HSB or WOSB concern that provided low bid.
- Ensuring establishment and maintenance of records of solicitations and subcontract award activity.
- Attending or arranging for attendance of company counselors at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.

- Monitoring achievement of proposed goals.
- Preparing and submitting semi-annual and annual subcontract reports.
- Coordinating TRU Solutions' activities prior to and during conduct of Federal agency compliance reviews.

Other duties include:

- Seeking SB, SDB, 8(a), HSB, and WOSB business sources from all applicable agencies such as the SBA
- Seeking out other small businesses through the use of mass media tools such as Internet bulletin boards when the number of prospective sources is not adequate.
- Conducting or arranging training for procurement department personnel pursuant to the intent of the socioeconomic program.
- Maintaining records of SB, SDB, 8(a), HSB, and WOSB programs and document the plan performance against proposed goals.
- Submit SF-294, Subcontracting Report for Individual Contracts, and SF-295, Summary Subcontract Report, in accordance with the prime contract and instruction provided by the Contracting Officer.
- Verifying that subcontracts contain the flowdown clauses pertaining to SB concerns when required and maintaining the policies and procedures required by the prime contract.
- Advising and training project management personnel on the purposes of this plan and fostering adequate support.
- Maintaining a working relationship with local minority trade associations and other disadvantaged and woman-owned business organizations.
- Requiring lower-tier subcontractors to submit subcontracting plans and assist in the development of sub-tier small business subcontracting plans to meet overall program objectives.
- Cataloging information concerning products and services from SBs, SDBs, 8(a)s, HSBs, and WOSBs.
- Mentoring existing small business concerns currently under subcontract, enhancing their ability to provide timely, cost-effective, and quality services.
- Maintaining a close working relationship with DOE to ensure that TRU Solutions project objectives and activities are consistent with the DOE program.
- Making monthly reports to the TRU Solutions General Manager concerning progress made toward achievement of goals under this program.
- Making all supplier information available to other DOE contractors.

III. Equitable Opportunities and Outreach Efforts

TRU Solutions' outreach efforts will be conducted in good faith to ensure that qualified SB, SDB, 8(a), HSB, and WOSB concerns are identified and utilized. We will also continue the development of our resource network.

III.A Outreach Efforts

TRU Solutions will pursue the following outreach efforts to obtain sources:

- Contacting minority and small business trade associations;
- Contacting business development organizations;
- Attending small and minority business procurement conferences and trade fairs.
- Requesting sources from the Small Business Administration's Procurement Marketing and Access Network (PRO-Net);
- Utilizing newspapers and magazine ads to encourage new sources.
- Other participation in efforts or activities to expand the socioeconomic data base for this Contract.
- Utilizing book references, catalogs, source lists, or other reference material to identify SB/SDB/WOSB/WOSB sources before the acquisitions are placed by the buying activities.
- Instituting two innovative programs to attract and assist small business concerns and increase opportunities for such firms to participate on the WIPP project:
 - **Business Assistance Program** – TRU Solutions will offer counseling to small business representatives in areas such as enterprise development, business development, project management, contracting under the Federal Acquisition Regulations, obtaining insurance and bonding, and labor relations.
 - **Subcontractor Emergency Aid Development (SEAD) Program** – MK created this program and is using it on its construction management contract at the Oak Ridge Y-12 site. This program helps local subcontractors who successfully compete for contracts but cannot obtain the services of commercial lending or bonding agencies. TRU Solutions will establish a revolving fund for use by qualified small business concerns interested in pursuing work at the WIPP site.
- Providing resources to guide and train small emerging businesses to enhance their technical execution capabilities and achieve self-sufficiency (e.g., MK's Mentor Protégé Program).

III.B Internal Efforts

TRU Solutions will perform the following internal efforts to guide and encourage purchasing personnel:

- Presenting workshops, seminars, and training programs on requirements of this plan.
- Establishing, maintaining, and using SB, SDB, 8(a), HSB and WOSB source lists, guides, and other data for soliciting subcontracts; and

- Monitoring activities to evaluate compliance with the subcontracting plan.
- Ensuring direct access to the SBA Procurement Automated Source System

IV. Subcontracting Plan Flowdown

TRU Solutions agrees to include the provisions under FAR 52.219-8, "Utilization of Small Business Concerns," in all subcontracts that offer further subcontracting opportunities. All subcontractors, except small business concerns, that receive subcontracts in excess of \$500,000 (\$1,000,000 for construction) will adopt and comply with a plan similar to the plan required by FAR 52.219-9 "Small Business Subcontracting Plan."

V. Reports and Surveys

TRU Solutions agrees to cooperate in any studies and surveys as required by DOE or the SBA. We will submit reports (at least bi-annually) that show compliance with the subcontracting plan. We will also prepare and submit SF-294 and SF-295 (see Table 1) and will ensure that large business subcontractors submit the same forms in accordance with the instructions on the forms as provided in the agency regulations.

Table 1. SF-294/SF-295 Reporting Frequency

Report	Reporting Period	Due Date
SF-294	October 1 through March 31	April 30
	April 1 through September 30	October 30
SF-295	October 1 through September 30	October 30

VI. Records and Procedures

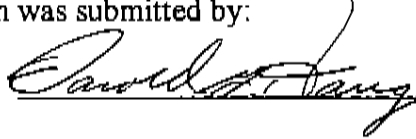
Westinghouse TRU Solutions LLC will maintain records and procedures to demonstrate compliance with the requirements and goals of the subcontracting plan. We will maintain at least the following information to document this compliance:

- Source lists (e.g., PRO-Net), guides, and other data identifying candidate vendors, SB, SDB, 8(a), HSB, and WOSB concerns
- Organizations contacted in an attempt to locate small, small disadvantaged, and women-owned small business sources
- On a contract-by-contract basis, records on each subcontract solicitation resulting in an award of more than \$100,000 indicating whether small business, small disadvantaged business, 8(a), HUBZone or women-owned small business concerns were solicited, and if not, why not; and if applicable, the reason that the award was not made to a small business concern
- Records to support other outreach efforts, e.g., contacts with minority and small business trade associations, attendance at small and minority business procurement conferences and trade fairs

- Records to support internal guidance and encouragement provided to buyers through (1) workshops, seminars, training programs, incentive awards; and (2) monitoring of activities subcontract award data including the name, address, and business size of each subcontractor.
- On a contract-by-contract basis, records to support subcontract award data including the name, address, and the business size of each subcontractor

This subcontracting plan was submitted by:

Signed:



Typed Name:

Darold Haug

Title:

Chief Financial Officer

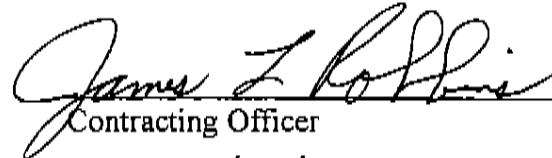
Date:

June 12, 2000

Phone No.:

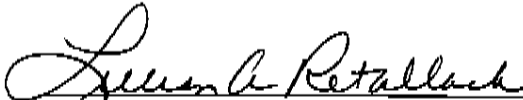
505-628-1277

PLAN ACCEPTED BY:


Contracting Officer

Date: 10/13/00

PLAN CONCURRED ON BY:


Small and Disadvantaged Business
Utilization Specialist

Date: 10/13/00

Attachment A Percentage Goals

Category	RFP Goal Percent	TRU Solutions Goal Percent *	Anticipated Annual Dollars
All Planned Subcontracting Total estimated dollar value of all planned subcontracting (to all types of business concerns)			\$41.0M
Large Business Concerns Total estimated dollar value and percent of planned subcontracting with large businesses (classified as "other than small")	N/A	25%	\$10.0M
Small Business Concerns Total estimated dollar value and percent of planned subcontracting with small businesses (include SDB and WOB)	58%	75%	\$31.0M
Small Disadvantaged Business Concerns Total estimated dollar value and percent of planned subcontracting with SDBs (included in SB total)	5%	25%	\$10.0M
8(a) Certified Small Business Concerns Total estimated dollar value and percent of planned subcontracting with 8(a) certified small businesses (included in SB total)	5%	5%	\$2.0M
HUBZone Small Business Concerns Total estimated dollar value and percent of planned subcontracting with HUBZone small businesses (included in SB total)	1.5%	4%	\$1.8M
Woman-Owned Small Business Concerns Total estimated dollar value and percent of planned subcontracting with small women-owned businesses (included in SB total)	6%	8%	\$3.1M

* Cited as Percent of Total Planned Subcontracting Dollars

Attachment B

Products/Services to Be Subcontracted

Description of Product/Service	Planned Subcontractor	Business Size	Dollar Amount
Records, document and procedure control, operations support (property management), warehouse/spare parts, configuration control, as-builts, drafting, CAS/CAMP	L&M Technologies	Small	\$7.20M
Information Management	NCI Information Systems, Inc.	Small	\$4.50M
Security/Protective Services	Santa Fe Protection Services	Small	\$1.80M
Personnel Training Programs	Strategic Learning Services	Small	\$0.50M
NTP Support, Packaging, Transportation Analysis	IT Group	Large	\$1.50M
Nuclear materials transportation and cask fleet management	NAC International	Small	\$2.00M
Performance assessments, strategic planning, and systems analysis	Golder Associates, Inc.	Large	\$0.50M
Analytical laboratory services	S. Cohen & Associates	Small	\$0.25M
Office support	Various	Small	\$4.65M
Facility support	Various	Large	\$0.40M
Electrical construction, testing, and maintenance	Various	Small	\$0.60M
A/E, construction, environmental sample analysis services	Various	Small	\$1.80M
Engineering Support, Drafting	Various	Large	\$0.96M
Occupational Medical Services	Carlsbad Medical Center	Large	\$0.60M
Waste Disposal	Various	Large	\$0.95M
Packaging and transportation support	Various	Small	\$1.20M
Waste characterization	Various	Small	\$1.26M

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Attachment C

Summary of MK-STRATUS Program

MK-STRATUS (Strategic Utalization System), instituted by MK in 1994, is the program designed to identify and nurture small and small disadvantaged businesses, and thereby meet the small business goals of our contracts. The following are some of the critical elements of the MK-STRATUS program:

Outreach - The following paragraphs highlight the seven-step process that allows MK to encourage the participation of SBs, SDBs, and WOSBs, and HBCU/MIs in the RAC program:

1. When a need for a subcontractor is identified, the Project Contracts Manager consults the STRATUS database to identify SB, SDB and WOSB firms in the project area or with a particular expertise. The STRATUS database currently contains 651 SB/SDB contractors and suppliers, 108 of which are within the NE District RAC footprint.
2. The STRATUS list is supplemented by electronic databases, such as the SBA's PRO-Net and regional lists from Minority Purchasing Councils and local Associated General Contractors offices.
3. When the project scope is defined, MK holds local STRATUS seminars.
4. MK staff develop work plans that can be bid by SB, SDB, and WOB, and HUBZone firms.
5. When the work is ready to bid, the Contracts Manager invites local bidders, identified through Steps 1 through 3, to a pre-bid meeting to walk prospective contractors through the bid packages and discuss contract and insurance issues.
6. Once bids are received, MK reviews them for best value, emphasizing local SB/SDB contractors to save money and support the local community.
7. Once a subcontractor is selected, MK works with them to help ensure success, as discussed in Section 3B(1)(3), including reviewing health and safety, quality and work plans.

Mentoring and Assistance to SB, SDB, 8(a), HSB and WOB – MK-STRATUS supports all SB contractors, both local and non-local. The support that MK provides varies from inclusion as a member of the MK-STRATUS subcontractor pool to participation as a protégé firm. MK is a participant in DOE's mentor-protégé program. In July 1999, MK and one of its protégé firms, Pangea Inc., received the "Mentor-Protégé of the Year" award from the DOE. The assistance provided under MK-STRATUS is tailored to the needs of the subcontractor or protégé.